



# SHALLOW SUBSIDY

---

*VA's Supportive Services for Veterans  
Families (SSVF)  
Shallow Subsidy: Promising Practices and  
Lessons Learned*

[Link to Audio](#)

# Agenda

---

- ▶ Welcome and Introductions
- ▶ Grantee Presentations
  - ▶ Esther Laumatia, MBA, & Carolyn Burk, US Vets Hawaii
  - ▶ Maria Arellano & Kelly Vazquez (Sumner), Homefirst
  - ▶ Angie Striepling, MSW, Adjoin
  - ▶ Casey Foley, Friendship Place
- ▶ Questions

A white line-art icon on a blue circular background. The icon depicts a hand with fingers slightly curled, holding a house. The house has a chimney and a small square window. The background of the slide features abstract blue geometric shapes.

# SHALLOW SUBSIDY

---

## Grantee Presentations



# U.S.VETS- Hawai'i

## Supportive Services for Veteran Families

Shallow Subsidy

Best Practices & Lessons Learned

# Shallow Subsidy Process Overview

- ❑ Homeless Veterans  
Reintegration Program (HVRP)
- ❑ Veterans Advocacy Services  
Program (VASP)
- ❑ Cost-Sharing
- ❑ Case Conferencing
- ❑ Coordinated Entry System (CES)
- ❑ Case Transfers
  - Catholic Charities Hawai'i





## Homeless Veterans Reintegration Program (HVRP)

- HVRP assists client with employment goals
- All clients are referred to HVRP prior to transitioning to SS Service
  - Exceptions are made for client who are disabled and unable to work
- SSVF Case Managers conduct monthly check-ins with HVRP Case Managers to ensure clients are following HVRP program expectations

# Veterans Advocacy Services Program- Income & Benefits

- SSVF Case Managers provide referrals to VASP for income and benefits services prior to transition to SS service
- VASP assists with applying for:
  - Veteran Affairs (VA) Benefits
    - VA Card
    - VA Service-Connected Disability claims and appeals
  - General Assistance (GA)
  - Employment Assistance (*for clients that do not qualify for HVRP*)
  - Social Security Benefits



# Cost-Sharing

- Slowly increase client's cost-share portion to help prepare for transition to SS
- Clients are required to cost share their portion for SS prior to transitioning to SS service
- Clients will typically cost share their SS portion for a minimum 3 months before transitioning





# Case Conference

---

- Prior to transitioning to SS service assigned Case Managers will have case conference with Team Leader to review clients' goals and progress:
  - Veterans' income and their financial stability
  - IHEP goals and progress
  - General Program Compliance
  - Check-in with Landlord to check on payment history and tenant compliance with lease agreement
    - Ensure landlord is aware of 24-month agreement

# Coordinated Entry System & Partner Agencies

---

- Bi-weekly staff meetings with CES
- CES meetings with partner agencies
  - Partners in Care (PIC)
  - Landlord Engagement Program (LEP)
  - Mayors Challenge Meeting
  - Catholic Charities Hawai'i (CCH)



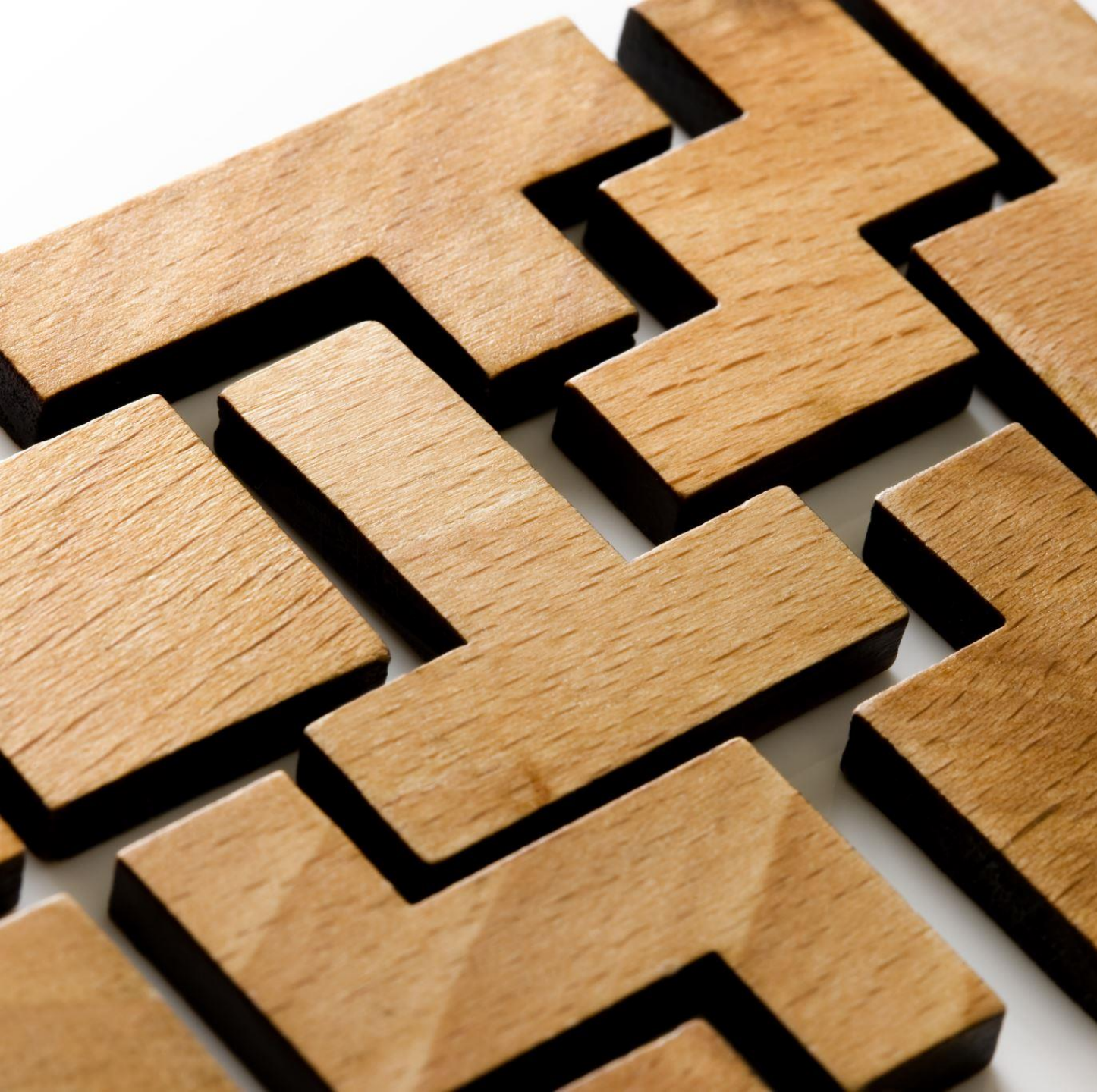
# Case Transfers

## *Catholic Charities Hawai'i (CCH)*



CATHOLIC CHARITIES  
HAWAII

- CCH does not have Shallow Subsidy service, so they refer SSVF P1 clients to U.S.VETS for SS service referral
- Case Conference and warm hand-off from CCH SSVF staff to U.S.VETS SSVF staff to provide SS service
- At time of case transfer SSVF will complete enrollment for P1 SSVF and assign to Case Manager prior to transitioning to SS service
  - CMs will assess VTs for potential barriers prior to providing SS service



# Special Cases- Challenges & Solutions

- Rapid Resolution
- HUDVASH
- Housing Choice Voucher (Section 8)
- Elderly Affairs Division
- Housing Placement Program

# Success Stories

- **Clients #1 & #2:**

Two different RRH households both permanently housed with SSVF P1 assistance; both head of households were either disabled or retired; transitioned to SS service then applied and got approved for Section 8 Housing Choice Voucher; both households were able to remain permanently housed in unit with ongoing housing subsidy.

- **Client #3**

RRH household permanently housed with SSVF P1 assistance; transitioned to SS service then fell out of contact with SSVF and relapsed due to major life event; client fell behind on their portion of rent and was referred to HUDVASH due to needing higher level of care; client was transitioned back to SSVF P1 to pay all rental arrears for client could be eligible for HUDVASH; client was able to maintain housing with combined assistance from SSVF and HUDVASH.

- **Client #4**

HP household sustained permanent housing with SSVF P1 assistance; transitioned to SS service but began to encounter legal issues with current landlord; client relocated out of original unit and to temporary month to month unit while continuing to work with SSVF to find alternative permanent housing.



# Lessons Learned

- Not all SS transfers will be successful
- Always need to have back-up plan and resources in place
- Reaching out to other supports for help
- “Light-touch” does not always equal “light-touch”
- Importance of wrap-around services
- Communication between Case Manager, client, and Landlords
- Communicating program expectations
- Transitioning to clients to neighbor-islands:
  - Working with subcontractors to transfer cases from one island to another
  - Case Conference to review clients Individualized Housing and Employment Plan upon relocating
  - Changes in AMI based on island
  - Warm hand-off between Case Managers
  - Ensuring proper supports are in place (i.e. employment, support systems, health care needs, mental health needs, substance abuse etc)



## Preparing for Stafford Act Coming to an End

- Early communication to client about ending of Stafford Act
- Plan to continue case conferences to see where clients are at with progress
  - Prepare to transition clients to shallow subsidy service
  - Plan for close out other cases- *clients that are not ready for Shallow Subsidy and provide with other community resources*



# ALTERNATIVE RESOURCES

---

- Aloha United Way (AUW)
- CARES- City & County Emergency Housing Voucher
- Catholic Charities Hawai'i (CCH)
- Landlord Engagement Program (LEP)
- One Oahu- Rental Utility Relief Program (RURP)
- Waianae Civic Center- Housing Placement Program (HPP)

# Shallow Subsidy: Lessons Learned

Presented by: Maria Arellano & Kelly Vazquez (Sumner)



# About Us

HomeFirst is a leading provider of services, shelter, and housing opportunities to the homeless and those at risk of homelessness in Santa Clara County. We serve more than 6,000 adults, veterans, families, and youth each year at nine locations including our Boccardo Reception Center, which is the county's largest homeless services center.

We are relentlessly focused on eliminating barriers to housing.

# Veterans Services

Outreach	Emergency Shelter	Safe Haven	Rapid Re-Housing	Permanent Supportive Housing	Homelessness Prevention	Services Only
Supportive Services for Veteran Families (SSVF)	Veterans Emergency Shelter Program (VESP)	Grant & Per Diem - Low Demand (GPD-LD)	Supportive Services for Veterans Families (SSVF) - Category 2/3, Shallow Subsidies	Willow Housing	Supportive Services for Veterans Families (SSVF) - Category 1	VASH Housing Search (VHS)
	VESP - Special Circumstances (VESP-SC)		Veterans Rapid Re-Housing (VRRP)			

HomeFirst has been an SSVF provider since 2011

# Initial Service Design



## Service Access

Population Targeting  
Collaborative Case Conferencing  
Candidate Form



## Staffing

Benefits & Employment  
Housing  
Dedicated Case Manager



## Internal Processes

Staff Training  
Transition Requirements

# Early Challenges & Lessons Learned

Change in Thinking

Outreach

Adaptability

# Successes & Strengths

Access to affordable housing, longer term housing stability

Benefits application awards

Securing & maintaining employment



# Further Exploration

Focus on Equity

Prevention Systems Coordination

GPD Outreach

**Thank you!**



## SSVF SHALLOW SUBSIDY

---





# SSVF Shallow Subsidy

---

**ANGIE STRIEPLING, MSW**  
DIRECTOR

**ADJOIN**

*(Formerly Veterans Community Services-VCS)*

# Adjoin Shallow Subsidy

---

- **Current program staff:**
  - Shallow Subsidy Case Coordinator Supervisor (carries caseload)
  - 3 Shallow Subsidy Coordinators (Goal: 50 per CC)
  - SSVF support staff: Benefits Coordinator, Housing Coordinator, Veteran Specialist, Health Care Navigator
  - Manager/Director support

## Program Specific Data

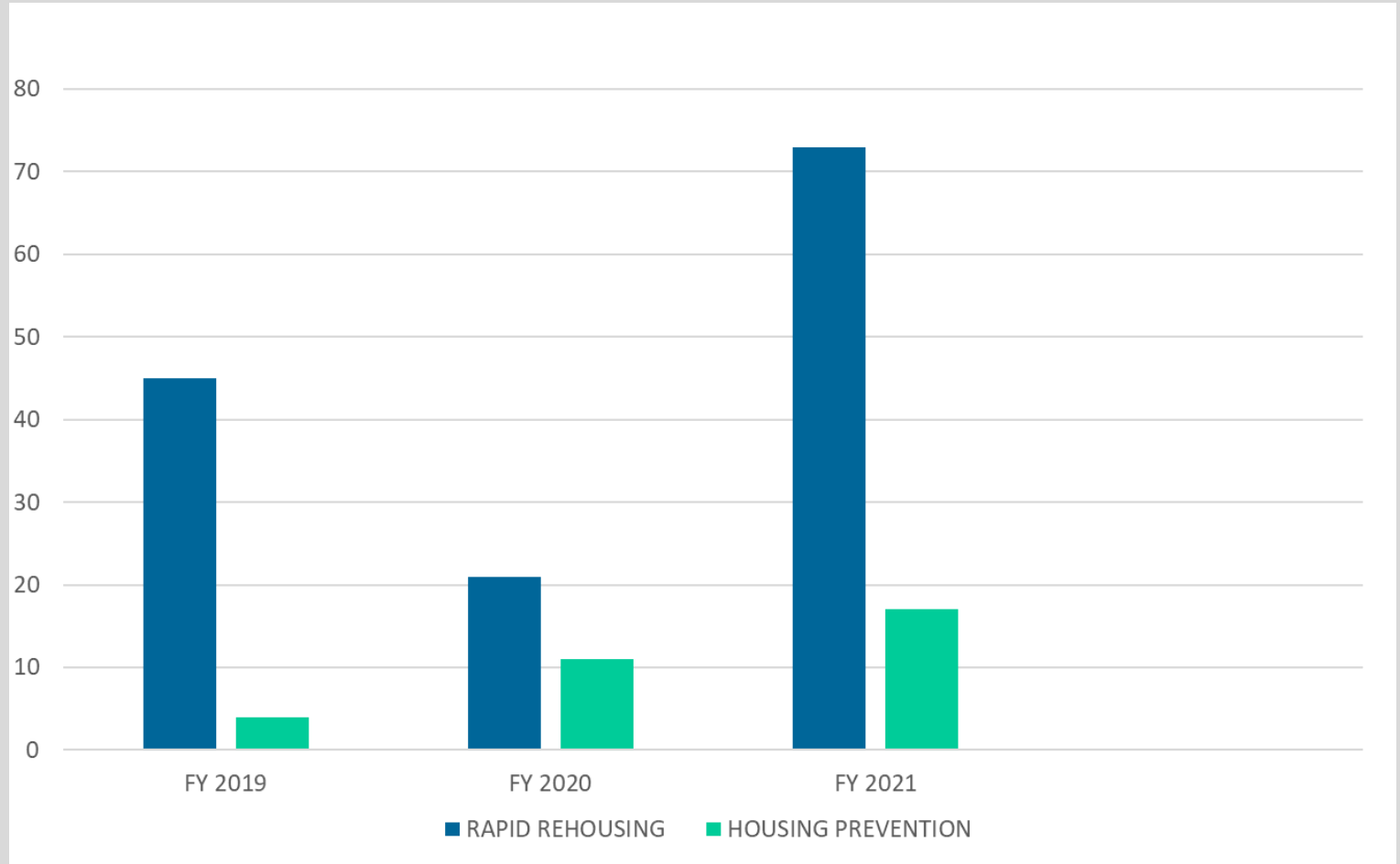
***TOTAL* active  
Participants  
receiving Shallow  
Subsidy:**

**173**

***RRH households:***  
**141**

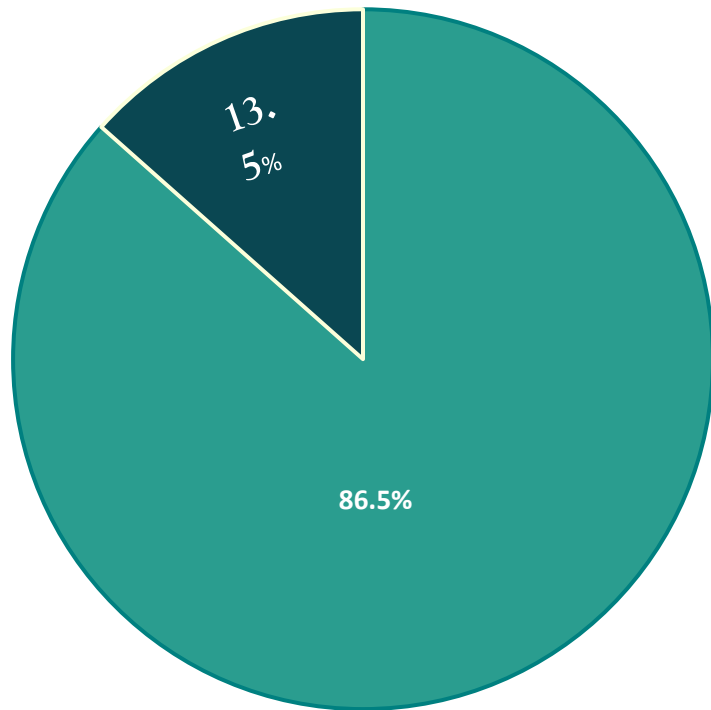
***HP households :***  
**32**

# PROGRAM SPECIFIC DATA



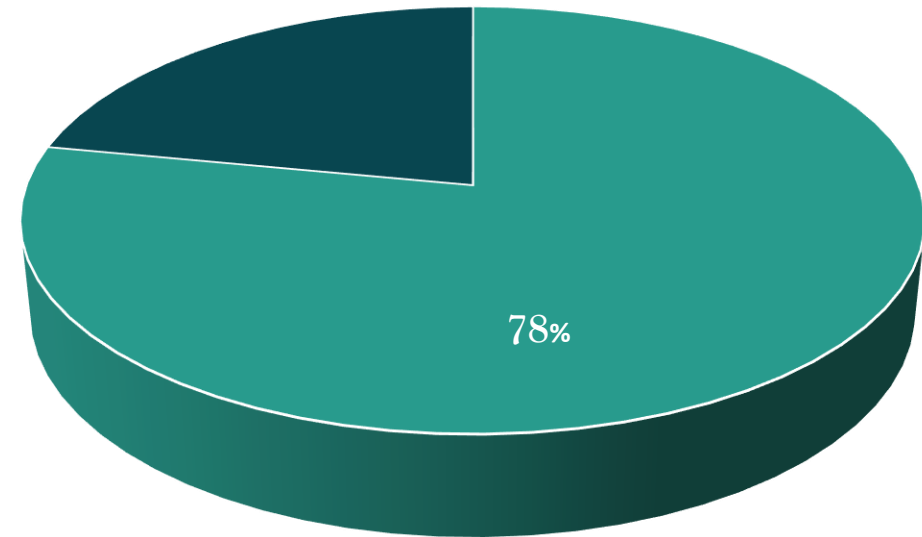
# CLIENT DEMOGRAPHICS

GENDER



■ MALE ■ FEMALE

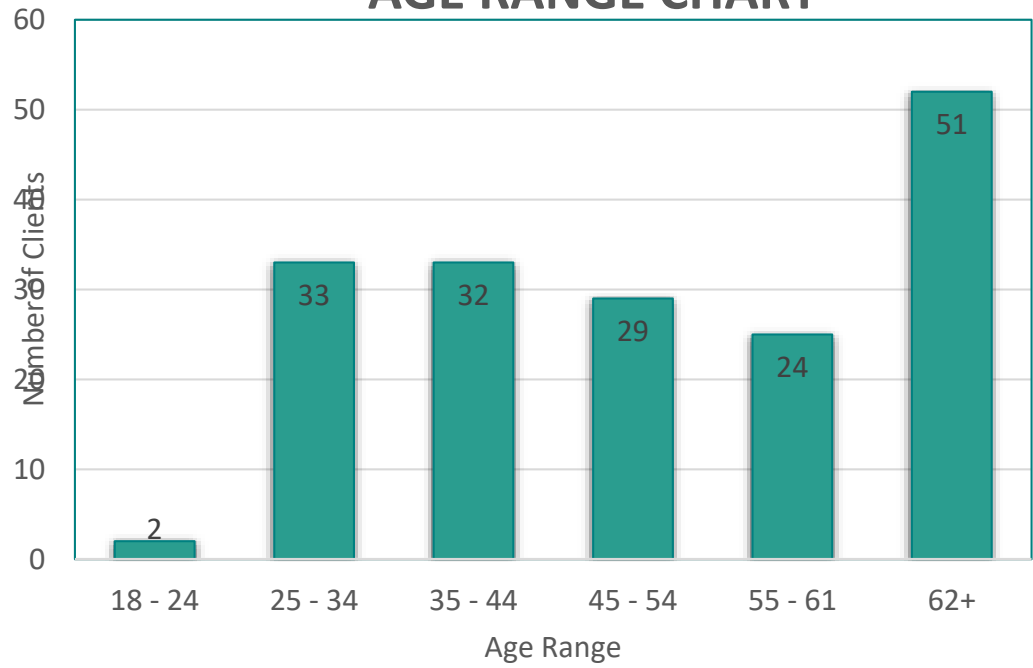
HOUSEHOLD



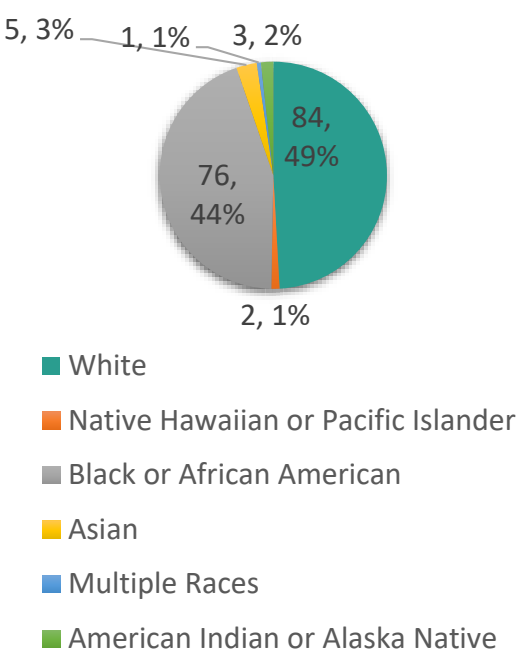
■ SINGLE ■ FAMILY

# CLIENT DEMOGRAPHICS

AGE RANGE CHART

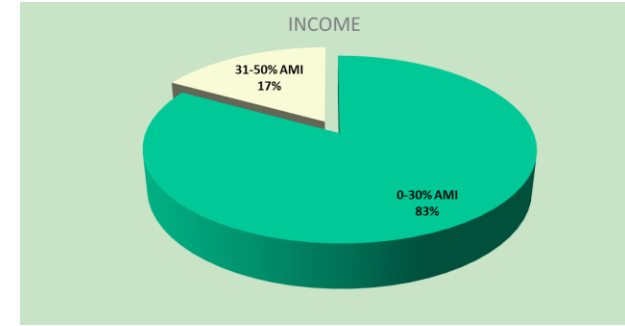


RACE CHART



# CLIENT DEMOGRAPHICS

---



	FY 2020 enrollment	FY 2021 Enrollment	Current %
Individual Household	155	49	78%
Family Household	43	12	22%
<30% AMI	159	48	83%
30% - 50% AMI	39	13	17%

# SHALLOW SUBSIDY PROGRESS

First household to receive Shallow Subsidy	10/31/2019
11/1/2019-2/28/2020	44
3/1/2020-6/30/2020	41
7/1/2020-10/31/2020	31
11/1/2020-2/28/2021	33
3/1/2021-6/30/2021	38
7/1-Present	14

# LESSONS LEARNED



## What has worked

- Transitioned to SS from traditional SSVF and stably housed!

## What has not worked/challenges

- Little to no research (pilot)
- Rents increasing
- Slow start and COVID
- Veterans transitioned back to traditional SSVF
- Veterans exited from SS NOT to perm housing
- Participant needs
- Staffing

# LESSONS LEARNED

---

- Changes implemented over past 22 months of shallow subsidy
  - FMR and added RR
- Time limitation before recertification Caseload size decreasing Nuances in the community
  - External referrals from agencies not receiving SS previously
  - Internal/External referral forms



# FUTURE OF SHALLOW SUBSIDY (SS)

---

- SSVF increase % of subsidy?
- All SSVFs approved SS effective August 2021
- Leveraging other funds(state/local) to increase assistance %
- Suggestion for SS for all populations
- Mental and physical health implications?
  - Anecdotal
  - Study?



# SUCCESS STORY

---



# Contact information

---



- Angie Striepling
- [angie.striepling@adjoin.org](mailto:angie.striepling@adjoin.org)
- 858.300.9974 X7000

# FRIENDSHIP PLACE



SHALLOW SUBSIDY PILOT  
PROGRAM  
WASHINGTON, DC

**FRIEND-  
SHIP  
PLACE**

# Friendship Place Shallow Subsidy Pilot



**Pilot Program Started:** October 2019

**Total HH Served in Rapid Re-housing:** 77

**Total Households Served to date:** 102

**Total HH Served in Prevention:** 25

**Current subsidy amount:** 35% FMR or RR

## **Eligibility:**

- Same eligibility rules at intake for SSVF (income/Veteran status)
- Work to prepare participants for transfer to light touch case management/subsidy
- Recertifications done on case-by-case basis at 2 year period

## **Current program staff:**

- Shallow Subsidy Project Coordinator
- 4 Shallow Subsidy Case Managers (30 cases each)
- Staff shared with regular SSVF: Benefits, Housing, and Employment Specialists



# Friendship Place – Race & Ethnicity



Ethnicity & Race	FY 2020 At Enrollment	FY 2021 At Enrollment	Current (Includes those from FY20 and FY21)
Hispanic/Latino	5.71%	2.99%	4.44%
Non-Hispanic/Latino	94.29%	97.01%	95.56%
White	2.85%	7.46%	5.55%
Black/African American	91.43%	85.07%	87.77%
American Indian/Alaskan Native	2.85%	0.00%	1.11%
Asian	0.00%	1.49%	0.00%
Bi-racial +	2.85%	5.97%	5.55%



# Friendship Place – Age



Age	FY 2020 At Enrollment	FY 2021 At Enrollment	Current
18-34	8.57%	5.97%	7.77%
35-54	31.43%	35.82%	31.11%
55-64	31.43%	26.87%	32.22%
65-74	20%	31.34%	24.44%
75+	8.57%	0.00%	3.33%
<b>Total Number:</b>	35	67	90



# Friendship Place – Household Type & Income



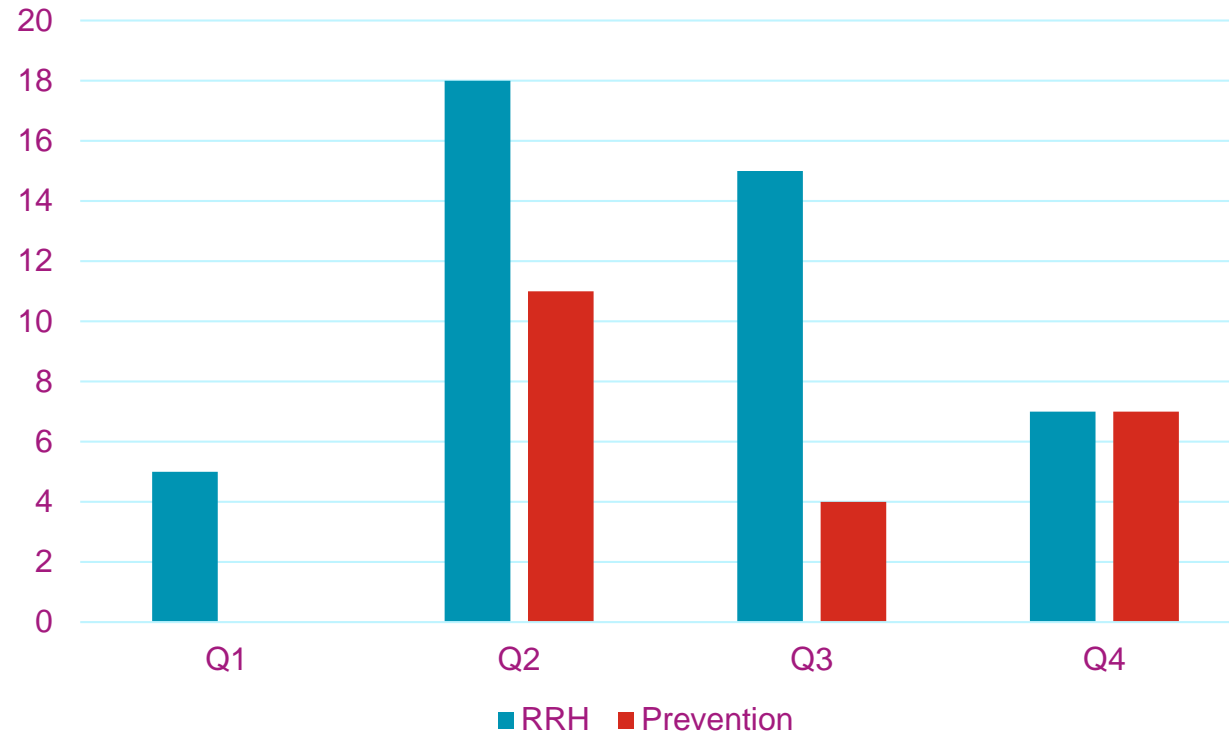
	FY 2020 At Enrollment	FY 2021 At Enrollment	Current
Individual Household	80%	79.1%	80%
Family Household	20%	20.89%	20%
<30% AMI	54.29%	52.22%	51%
30% - 50% AMI	45.71%	44.78%	39%



# Friendship Place – Trends



FY 21 HH Enrollments by Quarter



**FRIEND-  
SHIP  
PLACE**

# Friendship Place – Benefits Referrals & Income Increases



	FY 2020	FY 2021
HVRP	8	17
Other Employment	5	10
SOAR	2	1

	FY 2020	FY 2021
Earned	3	11
SVC	2	1
GI Bill	0	3
PUA	2	0

**FRIEND-  
SHIP  
PLACE**

# Friendship Place - Relocations



	FY 2020	FY 2021
Senior Housing Referrals	8	4
Senior Housing Move-in	1	1
Relocations	2	11



# Friendship Place - Challenges



## **Transferring back to SSVF:**

- Transfers since start – 5
- Reasons: loss of income, death of partner, low income, and higher medical needs

## **Exits from Shallow Subsidy not to permanent housing:**

- Death, long-term care, and SSVF transfers

## **Engagement**

- Disengagement more likely due to lightened case management
- Difficult to keep on track for long-term goals

A blue, rounded, pill-shaped logo with the words "FRIEND-SHIP PLACE" in white, bold, sans-serif capital letters. The text is arranged in three lines: "FRIEND-", "SHIP", and "PLACE".

**FRIEND-  
SHIP  
PLACE**

# Friendship Place – Lessons Learned



## **Referral process:**

- Ensure documentation of all necessary information pertaining to participant
- Case conference with SSVF providers in the area – allow for community buy in

## **Work with Case Managers**

- Ensure cost-sharing history prior to transfer
- Invite Case Managers to case conference
- Discuss participants prior to referral to ensure success post-transfer
- Consider possible changes to participants/household post-transfer
- Prepare for light-touch services



# Friendship Place – Lessons Learned



## **Ensure Shallow Subsidy is the appropriate intervention:**

- Imminent SSVF exit does not necessitate Shallow Subsidy referral
- Discuss possible alternatives amongst community

## **Create clear documents/workflow for transfers:**

- Materials should include:
  - Referral form
  - Shallow Subsidy intake
  - Transfer forms for current Case Managers
- Work with current Case Managers to obtain documents



# Friendship Place – Changes



## **Reduced caseload:**

- From 35-50 cases to 30 maximum

## **Changes to prioritization:**

- Started with senior Veterans – now looks at all ages
- Prioritizes senior Veterans for assisting with Senior Housing; Single/Families for increasing income

## **Critical thinking for referrals:**

- Ensuring Shallow Subsidy is appropriate tool for intervention
- VASH/availability of vouchers

## **Programmatic changes:**

- From FMR (large area) to FMR or Rent Reasonable
- Expanded to new counties



Veterans First - Shallow Subsidy - Rental Subsidy Calculation Worksheet						
				Large Area FMR - FY21		35% Large Area FMR
Veteran's Name:				SRO	\$1,134.75	\$397.16
				Efficiency	\$1,513	\$529.55
Unit Size (if a room for rent, also indicate size of overall unit):				One-Bedroom	\$1,548	\$541.80
Address of Unit (Include Zip Code):				Two-Bedroom	\$1,765	\$617.75
35% Rent Reasonable:				Three-Bedroom	\$2,263	\$792.05
35% Large Area FMR:				Four Bedroom	\$2,742	\$959.70
Which will be used? RR or FMR?						
Shallow Subsidy Duration:						
Shallow Subsidy Portion:						
Veteran Signature:		Date:		<div> Calculating 35% RR of Unit   1. Enter Total Monthly Rent : \$ _____  <small>(From Rent Reasonable (RR) Assessment Checklist)</small>   2. Multiply Line 1 by 35% \$ _____   (\$ _____ X .35 = \$ _____) </div>		
Case Manager Signature:		Date:				
Supervisor Signature:		Date:				



### Shallow Subsidy Referral Form

#### Referring Provider Information

Referring Provider:   
Current Case Manager:  Phone Number:  E-mail:

#### Participant Information

Veteran Name:  Phone Number:  Email:   
HMIS Number:  Age:  Category at Entry:  Household Size:   
Full Address:  Zip Code:   
Income Source:  Monthly Income:

#### Housing

Landlord Name:  Phone Number:  Email:   
Current monthly rent:  Unit Size:   
Utilities included (if No, estimate monthly expense):  Yes  No

#### Criteria Met for Shallow Subsidy:

☐ Target Population:   
☐ Stable Source of Income:   
☐ Housed In:

#### SSVF Background

Housing Move-In Date:  Anticipated Exit Date:   
Date of recert:  Income at most recent recertification:

#### TFA Assistance

Date of Payment	Type of TFA	Amount

\*Use additional space as needed

Briefly summarize efforts made to stabilize household:

Briefly summarize referrals made (discussed at CAHP):

#### Resource Connections

☐ Date applied for waitlist for senior housing and complex (if applicable)   
☐ Date referred to HVRP   
☐ HVRP Case manager and contact information:   
☐ Status of SOAR application (if applicable):

FRIEND-  
SHIP  
PLACE

## Transfer Summary

### Shallow Subsidy



**NAME:** \_\_\_\_\_ **HMIS:** \_\_\_\_\_

#### EMERGENCY CONTACT

Name: \_\_\_\_\_ Relationship: \_\_\_\_\_  
Phone number: \_\_\_\_\_

#### CURRENT UNIT

Lease dates: \_\_\_\_\_ Move in date: \_\_\_\_\_  
Landlord name: \_\_\_\_\_  
Is the landlord enrolled in direct deposit? Yes \_\_\_\_\_ No \_\_\_\_\_ N/A \_\_\_\_\_ If, no provide  
mailing address for rental  
payments \_\_\_\_\_  
Is the participant rental account current? Yes \_\_\_\_\_ No \_\_\_\_\_ N/A \_\_\_\_\_ If no, explain,  
include how much in arrears? \_\_\_\_\_

#### MEDICAL

Is participant currently hospitalized: Yes \_\_\_\_\_ No \_\_\_\_\_  
Are there any outstanding health/medical issues (if yes, explain): Yes \_\_\_\_\_ No \_\_\_\_\_  
\_\_\_\_\_

#### LEGAL

(including landlord tenant issues)

Does participant currently have legal concerns (if yes, explain): Yes \_\_\_\_\_ No \_\_\_\_\_  
\_\_\_\_\_

#### SUBSTANCE USE AND MENTAL HEALTH

Is client currently connected to behavioral health services (if yes, list services/agencies  
and contact information): Yes \_\_\_\_\_ No \_\_\_\_\_  
\_\_\_\_\_

#### PROGRAM INFORMATION

Participant enrolled in: RRH \_\_\_\_\_ HP \_\_\_\_\_  
Please list goals/ services that participant is currently working on:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What engagement methods does the client prefer (e.g. text message scheduling  
appointments, meeting early in the morning, etc.):  
\_\_\_\_\_  
\_\_\_\_\_

Please list any additional information of importance:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



# Contact



Ending Homelessness.  
Rebuilding Lives.

**Casey Foley**

Email: [cfoley@friendshipplace.org](mailto:cfoley@friendshipplace.org)

**FRIEND-  
SHIP  
PLACE**